Public Safety Interoperable Communications (PSIC) Office Plan FY2012

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EXECUTIVE SUMMARY

The Public Safety Interoperable Communications (PSIC) Office is responsible for advancing interoperable communications in Arizona and supporting the Public Safety Communications Advisory Commission (PSCC or Commission) and Statewide Interoperability Executive Committee (SIEC or Committee) in performance of their missions.

Plan Purpose - This PSIC Office Plan is designed to describe how the PSIC Office will perform its duties under its statutes and in keeping with Arizona's strategic direction for interoperable public safety communications as outlined in the Statewide Communications Interoperability Plan (SCIP).

The initial PSIC Office Plan was effective on February 16, 2010. This revised Office Plan supersedes the previous Plan and is effective for the 2012 State fiscal year (July 1, 2011 through June 30, 2012). The shift from a calendar to fiscal year is appropriate for 2 reasons: (1) our annual State budget has a direct impact on the amount and content of the work that can be performed by our staff, and (2) this Plan will be updated annually once the annual revision (during the first and second quarter each year) to Arizona's SCIP is complete. The SCIP is available online at http://www.azgita.gov/psic. The updated SCIP's Strategic Initiatives and Supporting Objectives are included in Appendix A.

Vision from Arizona's SCIP – Arizona's public safety personnel, at all levels of government and within non-governmental organizations, have access to quality interoperable communication systems, are adequately trained, and utilize such systems effectively in multi-disciplinary, multi-jurisdictional incident response.

PSIC's Mission – The Public Safety Interoperable Communications Office will serve as a leader for Arizona in advancing public safety communications interoperability.

Statutory Framework – Arizona Revised Statutes 41-3542 sets forth the powers and duties of the PSIC Office and PSCC. ARS §41-3542 - Advisory commission; powers and duties; report states:

"A. The Arizona public safety communications advisory commission shall make recommendations to the department regarding the development and maintenance of work plans to outline areas of work to be performed and appropriate schedules for at least the following:

1. *The development of a standard based system that provides interoperability of public safety agencies' communications statewide.*
2. *The promotion of the development and use of standard based systems.*
3. *The identification of priorities and essential tasks determined by the advisory commission.*
4. *The development of a timeline for project activities.*
5. *Completion of a survey of existing and planned efforts statewide and benchmark against similar efforts nationally.*
6. *Providing support for the state interoperability executive committee.*
7. *Establishing committees and work groups as necessary."*

Alignment with Arizona Statutes is indicated in Appendices B and C.

As part of the State Budget Package for Fiscal Year 2012 (SB 1612 - SB 1624) the Government Information Technology Agency (GITA) in which PSIC resides has been incorporated into the Arizona

Department of Administration (ADOA). The area in which PSIC will operate within ADOA is the Arizona Strategic Enterprise Technology (ASET) Office.

Roles Summary – The 5 key functions of the PSIC Office are:

1. Serve as Arizona's Public Safety Communications Interoperability Representative
2. Advancing Arizona's SCIP
3. Supporting Funding & Preparing Reports
4. Logistics & Operations
5. Stakeholder Engagement & Interactions

Information on each of these key functions is included in Sections 1.0 through 5.0 of this Plan.

1.0 ARIZONA'S INTEROPERABILITY REPRESENTATIVE

Arizona's Statewide Interoperability Coordinator (SWIC) and Manager of the PSIC Office and her staff, serve as the principal State of Arizona contact to the Federal government and other states regarding public safety communications interoperability initiatives. The SWIC and her staff also serve as a point of contact for public safety and service agencies/organizations in Arizona in regard to public safety interoperable communications.

As Arizona's interoperability representative, PSIC is responsible for communicating with appropriate authorities regarding resources needed by Arizona, educating stakeholders regarding best practices and resources available to them and participating in multi-state, regional, national and border initiatives with Federal, state, local, tribal and non-governmental partners.

1.1 State Partners

Public safety communications interoperability affects all members of the public safety community. These key public safety stakeholders are identified in the Statewide Education and Outreach Plan Regarding Public Safety Communications Interoperability (Statewide Outreach Plan) developed by PSIC and approved by PSCC on April 19, 2011. The Statewide Outreach Plan is available online at http://www.azgita.gov/psic/initiatives/default.htm.

AZDOHS – The Arizona Department of Homeland Security (AZDOHS), Arizona's State Administrative Agency (SAA), is responsible for homeland security functions within the State. AZDOHS developed a State Homeland Security Strategy (SHSS) and currently manages the following groups:

- Regional Advisory Councils (RACs)
- Homeland Security Senior Advisory Council (SAC)
- Interoperability Working Group (IWG) (for Interoperable Communication Grant Reviews)

The SWIC serves on the SAC and the IWG and also collaborates with AZDOHS on identifying other individuals to serve on the IWG.

DPS – The Arizona Department of Public Safety (DPS) is the primary law enforcement agency for the State of Arizona. One of DPS' divisions, the Wireless Systems Bureau (WSB) is responsible for the statewide microwave system which enables public safety communications by key State agencies statewide (and support for local law enforcement as well). DPS has also built the Arizona Interagency Radio System (AIRS) system and holds licenses to AIRS frequencies. Any public safety or service agency

that wants to utilize AIRS for interoperable communications must enter into a Memorandum of Understanding (MOU) with DPS. In accordance with its statute, PSIC consults with DPS on a regular basis regarding communications interoperability for Arizona and works to ensure a member of DPS serves on PSCC and SIEC, whenever possible.

ADEM – The Arizona Division of Emergency Management (ADEM) within the Arizona Department of Emergency and Military Affairs (DEMA) is responsible for all aspects of emergency planning and response for the State of Arizona and works in partnership with local emergency managers to support response to incidents statewide. One aspect of ADEM's responsibilities is to serve as the State's training partner. PSIC partners with ADEM in regard to communication focused training.

State of Arizona Governance Structure for Public Safety Interoperable Communications
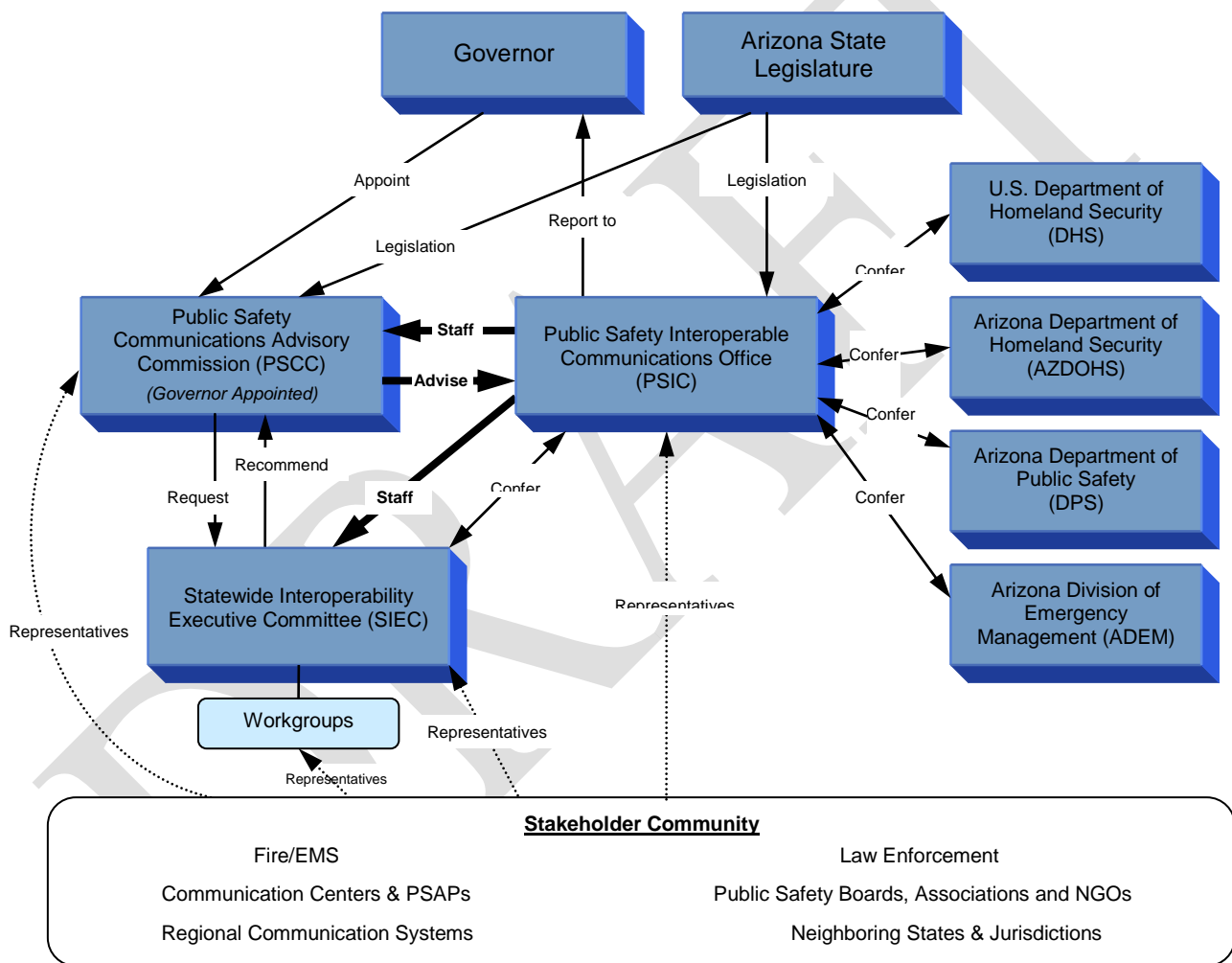
Chart 1: The PSIC Office supports advancement of interoperable communications in Arizona.

1.2 Federal Partners

OEC – The Office of Emergency Communications (OEC) is the main Federal government resource for States in regard to interoperability. Established by Congress in 2007, OEC is one of three divisions of the Office of Cybersecurity and Communications, which is a component of the National Protection and Programs Directorate (NPPD) within the United States Department of Homeland Security (DHS).

All States were required to develop and adopt statewide communications interoperability plans (SCIPs) by OEC in December 2007. SCIPs are locally-driven, multi-jurisdictional and multi-disciplinary statewide plans to enhance communications interoperability.

States are encouraged to align their SCIPs with the National Emergency Communications Plan (NECP), a national strategic plan developed by OEC and delivered to Congress in July 2008 that sets nationwide goals and objectives to improve interoperability, operability, and continuity of communications for Federal, State, local, and tribal emergency responders. The eight NECP milestones which directly apply to states relate to governance, planning, training/exercise and national interoperability channels. Arizona's SCIP illustrates how these national requirements relate to our Arizona strategic initiatives.

Arizona's SCIP is reviewed and updated annually, with feedback from stakeholders. The SCIP was updated again this calendar year, and the revised version was approved by PSCC on April 19, 2011. Arizona's annual SCIP Implementation Report, which describes progress under the SCIP, is due to OEC on September 30th each year.

OEC advances initiatives to support States' implementation of their SCIPs including annual SCIP Implementation Workshops, annual review of SCIP Implementation Reports and technical assistance offerings in support of interoperability (www.safecomprogram.gov). When a State is granted a Technical Assistance (TA) offering, PSIC manages the Federal contractor to implement the awarded program. In some cases, the assistance is provided directly to the PSIC Office for a strategic initiative to benefit many stakeholders. In other cases, PSIC facilitates, in partnership with targeted AZ communities, the delivery of the TA for those communities.

OEC also fosters Federal, regional, State, local, tribal, and private sector interactions through support for the National Council of Statewide Interoperability Coordinators (NCSWIC) and related regional councils or RICs, provision of ten OEC regional coordinators, planning and implementation of conferences, conference calls, and convening of work groups.

Other Federal Agencies – The PSIC Office is actively engaged with a number of other Federal, regional, and national organizations that are involved in public safety communications issues. These organizations include:

- Federal Emergency Management Agency (FEMA)
- U.S. Customs and Border Patrol (CBP)
- U.S. Marshall Service
- Federal Communications Commission (FCC)
- U.S. Department of the Interior
- National Governors Association (NGA)
- National Council of Statewide Interoperability Coordinators (NCSWIC)
- National Public Safety Telecommunications Council (NPSTC)
- National Native American Law Enforcement Association (NNALEA)
- FEMA Region IX Regional Emergency Communications Coordination Working Group (RECCWG)
- Southwest Border Communications Working Group (SWBCWG)
- Association of Public-Safety Communications Officials (APCO)
- Regional Four Corners Homeland Security Coalition (R4C)

2.0 ADVANCING ARIZONA'S SCIP

The second key function of the PSIC Office is advancing Arizona's SCIP. This is accomplished through planning, consulting and/or implementation or through oversight and monitoring of projects managed by others. The SCIP sets forth the lead agency for each Strategic Initiative (see Appendix A) and supporting agencies for those initiatives as well.

2.1 Planning, Consulting and Implementation

The PSIC Office conducts the following types of planning, consulting and implementation activities depending on the needs of the particular project:

- Project management, including full system life cycle activities – planning, analysis, design, development, testing, implementation
- Engage and garner input and direction from stakeholders statewide:
  - PSCC – five meetings annually
  - SIEC – five meetings annually
  - Workshops (i.e., SCIP Implementation Workshops, Regional Governance Workshops, etc.)
  - Regional Forums – as needs are identified and local interest is expressed
  - Outreach – on-going
- Confer and coordinate with State partners
- Engage Subject Matter Experts (SMEs)
- Create and distribute draft documents to interested parties for comment and refinement
- Finalize documents and obtain final approval
- Document and employ lessons learned to leverage experience among stakeholders
- Serve as a resource clearinghouse and repository
- Provide technical support
- Identify resources
- Conduct research and analysis
- Keep abreast of technology advances and options
- Collect and convey best practices from around the State and country

2.2 Project Oversight and Monitoring

ASET provides oversight on projects managed by State agencies to ensure that sound information technology, financial and business practices are followed and projects are completed on time, within budget, and with quality. ASET, in its statutory oversight capacity, receives regular status reports regarding these projects, and monitors status of key areas of concern during the intervals between those reports. In addition for projects involving public safety communications (i.e., Microwave, STR, etc.), PSIC meets regularly with key parties involved in these projects to review progress. Further, State agencies are asked to present updates regarding these projects at PSCC meetings.

OEC's governance guides recommend strong governance at the regional level in support of functional regional systems. PSIC maintains a close working relationship with the key personnel involved in Arizona Regional Communication systems and offers support to them as follows:

- Develop or update regional communications governance and SOP structures
- Support communications planning among federal, State, local and tribal governments at the regional level
- Identify interoperability gaps between and among agencies and jurisdictions
- Support the identification and prioritization of regional communications initiatives to advance interoperable communications
- Continue to develop the relationship between statewide communications governance entities and evolving regional and local governance entities

The PSIC Office monitors public safety communications projects by regional partners and local stakeholders employing the following key strategies:

- Attend key project meetings
- Review project reports
- Identify risks and discuss with project sponsors
- Develop and maintain effective working relationships with agencies involved
- Stay current on changes or developments with these systems
- Identify local or regional stakeholders that have an interest in learning more about or joining other systems
- Identify best practices that can be shared among regions

2.3 2011 SCIP Initiatives and PSIC Office Roles

	ID	SCIP Section	Strategic Initiative	Term	Lead	Planning/ Consulting/ Implementation	Oversight/ Monitoring
Governance	1	5.8.1.1	Expand and Implement Interoperable Communications Governance Model and Plan	Short (2012)	PSIC Office	X	
	2	5.8.1.2	Develop Regional Communications Governance Structures	Medium (2013)	PSIC Office	Planning/ Consulting	X
	3	5.8.1.3	Implement a Strategy for Supporting National Level Goals Applicable to Regional, State, Local and Tribal Interoperable Communications	Long	PSIC Office	X	
SOPs	4	5.8.2.1	Establish a PSP Framework, and Implement PSPs, Including SOPs, for Statewide Interoperable Communications Solutions	Short (2012)	PSIC Office	X	
Technology	5	5.8.3.1	Enhance and Promote the AIRS Interoperable Communications Solution	Short (2011)	PSIC Office/ SIEC	Planning/ Consulting	X
	6	5.8.3.2	Implement, Enhance and Promote Functional Regional Systems in Support of Interoperable Communications	Long	Regional Partners	Planning/ Consulting	X
	7	5.8.3.3	Upgrade the Statewide Microwave Backbone Infrastructure to Digital Technology	Long	DPS/ WSB		X
	8	5.8.3.4	Implement the State STR	Short (2011)	ADEM		X

	9	5.8.3.5	Upgrade Operable Communication Systems for State Agencies in Support of Interoperable Communications	Long	DPS/ WSB	RICO Project Partnership	X
Training & Exercises	10	5.8.4.1	Develop and Implement a Training Plan to Address Interoperable Communications	Medium (2013)	PSIC Office	Planning/ Consulting	
	11	5.8.4.2	Develop and Implement a Strategy for Exercises Focused on or Incorporating Interoperable Communications	Medium (2013)	PSIC Office	Planning/ Consulting	
Usage & Outreach	12	5.8.5.1	Create and Implement an Education and Outreach Plan in Support of Interoperable Communications	Short (2012)	PSIC Office	X	

Chart 2: SCIP Initiatives & PSIC Office Roles

A description of current projects to advance Arizona's SCIP is included in Section 6.0 below.

3.0 SUPPORTING FUNDING & PREPARING REPORTS

PSIC's third major role is to support funding and prepare reports regarding the state of interoperability in Arizona.

3.1 Funding

The PSIC Office pursues or supports pursuit of funding opportunities in interoperable communications and interacts with multiple funding sources including State, Federal, local, tribal and non-governmental entities, to advance interoperability statewide.

Federal Grants – Arizona relies on grant funding to supplement local funding for implementation of interoperable communications projects. AZDOHS' website (http://azdohs.gov/) contains detailed information regarding federal homeland security grants and some that have historically funded interoperable communications related projects include:

- State Homeland Security Grant Program (SHSGP)
- Interoperable Emergency Communications Grant Program (IECGP)
- Public Safety Interoperable Communications Grant Program (PSIC)
- Border Interoperability Demonstration Project (BIDP)
- Tribal Homeland Security Grant Program (THSGP)

AZDOHS relies on PSIC as a subject matter expert in regard to public safety communications related grants to determine alignment with the SCIP. The SWIC serves on the SAC and the IWG to evaluate public safety communications related grants. The PSIC Office consults with AZDOHS after grants are awarded on technical and operational issues.

PSIC can apply for part of the State portion of selected grant programs (after management and administration costs to AZDOHS). Additionally, the PSIC Office may apply in partnership with local jurisdictions if those jurisdictions are willing to transfer funds via a Memorandum of Understanding (MOU) to PSIC. In these partnerships, PSIC provides planning, consultation, and project management services in support of improving interoperable communications in a region or statewide.

State Funding Sources – The FY08 operating budget for PSCC/PSIC when it was at DPS was $1,383,300. Due to State budget reductions, the PSIC operating budget has decreased every year since PSCC/PSIC was transitioned to ASET (formerly GITA) as follows:

- FY09: $880,600
- FY10: $756,700
- FY11: $742,000
- FY12: $542,000

3.2 Reporting

ARS Section 41-3542 states in relevant part:

"C. The department of public safety shall consult with the director of the department of administration or the director's designee on an ongoing basis. The director shall submit a quarterly report to the joint legislative budget committee for review regarding expenditures and progress of the commission, including a review of staff operations and preparation of requests for proposals for system detail and concept work.

D. The commission shall annually submit a report of its activities and recommendations to the governor, the speaker of the house of representatives and the president of the senate on or before December 1 and shall provide a copy of the report to the secretary of state."

The PSIC Office is responsible for preparing or supporting preparation of these reports in a timely manner as well as being ready to respond to questions regarding their contents. Copies of previously submitted reports can be found at: http://www.azgita.gov/psic/library/reports/.

AZDOHS conducts a Target Capabilities Assessment (TCA) annually. The TCA includes a Capabilities Survey, which enables a Gap Analysis and Needs Assessment of the current status of emergency preparedness and response capability in Arizona. One of the 37 TCA areas evaluated is Communications, including interoperable communications. Communications information obtained from the assessment has been reviewed and utilized by PSIC to better target strategic initiatives and offer planning assistance to AZ jurisdictions.

Additionally, PSIC engages in reporting efforts with other State agencies. PSIC consulted with AZDOHS on revisions to the State Homeland Security Strategy (SHSS), which is aligned to SCIP strategic initiatives and includes extensive focus on communications interoperability. PSIC also provided comments to ADEM regarding interoperable communications topics in regard to the State Emergency Response and Recovery Plan (SERRP). Other reports are also completed from time to time from national, regional or AZ organizations.

3.3 Key Funding & Reporting Activities

Key funding and reporting activities include:

- Identify and respond to grant opportunities for which the State is eligible
- Partner with local communities to respond to grant requests to support local efforts
- Review, analyze and advise AZDOHS regarding communications related grant submissions
- Respond to requests for information from the State's Budget Offices
- Comment on other plans such as the SERRP and the SHSS, in regard to communications related issues

- Submit quarterly reports to the Joint Legislative Budget Committee (JLBC) regarding expenditures and progress of PSCC
- Submit Annual Report to the Governor, Speaker of the House and President of the Senate regarding activities and recommendations of PSCC
- Submit Annual SCIP Implementation Report to OEC describing the State's progress in achieving the initiatives and strategic vision identified in the SCIP

4.0 LOGISTICS & OPERATIONS

PSIC's fourth major role is logistics and operations. This function is carried out through continued support of the Commission, Committee and associated Workgroups.

4.1 Commission, Committee & Workgroups

PSCC is responsible for advancing interoperable communications in support of public safety and service agencies/organizations throughout Arizona. The Commission meets five times per year and consists of a Chairman (the State CIO and ADOA Deputy Director in charge of ASET, or his designee) and 14 commissioners who are appointed by the Governor. As new Commissioners are added to PSCC, PSIC provides them with background and documentation to enable them to understand the Commission, its history and its role.

SIEC is the sub-committee of PSCC responsible for technical and operational recommendations, as well as spectrum planning and management. SIEC has five members: two SIEC Co-Chairs appointed by PSCC and three additional members selected by the SIEC Co-Chairs.

PSCC and SIEC have each approved an Operating Principles Document that outlines the general governing principles under which they operate. The documents are available on the PSIC website at: http://www.azgita.gov/psic/library/reports.

PSCC/SIEC meetings provide a forum for stakeholders to both inform and understand the objectives and strategies of PSCC, SIEC, as well as Arizona's SCIP. This dialogue helps overcome barriers to the effective use of interoperable communications, including operability issues that may stand in the way of achieving interoperable communications goals.

PSCC and SIEC meeting schedules are posted on the PSIC website: http://www.azgita.gov/psic/meetings/calendar.htm.

PSCC and SIEC may establish Workgroups as necessary. SIEC formed and appointed members to the standing Operational, Technical and National Incident Management System Communications Unit (NIMS-CU) Workgroups. Ad hoc Workgroups, such as SIEC's Interoperable Channel Plan Workgroup, have been and will be formed as necessary.

4.2 Key Logistics and Operations Activities

ARS Section 41-3542, Section B states:

"B. The department may:

1. Employ personnel as required with available monies.

2. Enter into contracts to assess, design, construct and use public safety communications systems.

3. Accept grants, fees and other monies for use by the agency and the advisory commission.

4. Enter into agreements to carry out the purposes of this article.

5. *Request cooperation from any state agency for the purposes of this article."*

The following is a summary of some of the additional key logistics & operations roles assumed by PSIC:

- Prepare for, plan and execute the following:
  o PSCC – five meetings annually
  o SIEC – five meetings annually
  o Workshops (i.e., Annual SCIP Implementation Workshops, Regional Governance Workshops, etc.)
  o Regional Forums – as needs are identified and local interest is expressed
  o Workgroup meetings and conference calls
- Support Committee and Workgroup planning activities
- Develop and document Strategic and Tactical Plans
- Prepare contracts, Requests for Proposals (RFPs), Requests for Quotes (RFQs), purchase orders, travel requests and reimbursements as needed
- Maintain electronic distribution lists, including an interested parties list
- Maintain the PSIC website and related content, including, but not limited to:
  o Strategic Initiatives - highlights and progress
  o Public events calendar
  o Meeting RSVP feature
  o Reports and publications of interest to stakeholders
  o Approved policies and procedures (e.g., AIRS SOP, Interoperable Channels Plan, etc.)
- Manage all public meeting notices and requests for accommodations
- Prepare written documents and communications including memoranda, letters, spreadsheets, website content, meeting minutes or summaries, white papers, policy statements, presentations, newsletters, reports, etc.
- Identify, acquire and utilize Technical Assistance (TA) resources

5.0   STAKEHOLDER ENGAGEMENT & INTERACTIONS

The PSIC Office's fifth role is stakeholder engagement and interaction. In order to advance communications interoperability across the State, PSIC must have effective dialogue with all public safety stakeholders in Arizona. The goal of stakeholder engagement and interaction activities is bi-directional communication with public safety and service agencies/organizations to:

- Enable PSCC/SIEC/PSIC Office to understand stakeholder needs, desires, limitations and advances in interoperable communications statewide; and
- Identify mechanisms by which important interoperable communication information can be shared with all stakeholders.

Our objectives are as follows:

- Engage Stakeholders – PSIC will promote collaboration among members of public safety and service agencies/organizations at all levels of government throughout Arizona in an effort to advance interoperable communications, including bringing stakeholders together for mutual benefit.

- Share Information – The PSIC Office will support stakeholder efforts to make advances in interoperable communications by informing, educating, and consulting with policy makers and practitioners, including communicating strategies, successes and lessons learned.

- Identify Needs and Resources – Through stakeholder engagement and information sharing, PSIC will also identify unmet needs. These needs will be presented to PSCC/SIEC to obtain recommendations regarding addressing these needs.

- Focus Statewide – The PSIC Office's stakeholder engagement efforts will be focused on covering as much of the State and meeting with as many agencies as possible to assess and impact the status of interoperable communications statewide and bring back information to PSCC, SIEC and the PSIC Office for consideration. Part of this effort will entail PSIC staff support of public safety interoperable communication components of exercises and incidents, when requested by local jurisdictions and following established procedures for such activities.

- Foster Partnerships – It is critical that partnerships be created with our stakeholders. These partnerships allow the PSIC Office to leverage the knowledge and expertise of others to advance interoperability. In addition, key individuals in each community can share interoperable communication information with their constituencies.

- Increase Awareness of and Involvement in PSCC/SIEC Meetings – Promoting participation in PSCC, SIEC and Workgroup activities will result in more effective dialogue and advancement of Arizona's strategic interoperable communications initiatives. To this end, the PSIC Office will:
  o Place meeting agendas and handouts on-line in advance of meetings to encourage attendance
  o Include a public comment section on every agenda
  o Send a notice of each meeting to the PSCC Interested Parties List
  o Include a regional update section on each PSCC agenda and encourage regular updates from the regions
  o Conduct a strategy meeting at which all members of the community can actively participate (this may be a half day or full day long meeting, held annually)
  o Enable conference call dial in to PSCC and SIEC meetings from anywhere in the State.
  o Explore the possibility of webinar type solutions for key meetings to enable broader participation
  o Try to hold meetings in other parts of the State from time to time to expand reach and encourage engagement.

5.1 Statewide Education and Outreach Plan

The 2011 Statewide Education and Outreach Plan Regarding Public Safety Communications Interoperability ("Statewide Outreach Plan") was approved by PSCC on April 19, 2011. This Statewide Outreach Plan was drafted by the PSIC Office. The purpose of the Plan is to:

- Provide information and resources to emergency response policy makers and practitioners about interoperable communications initiatives and directives that impact the State.

- Describe the roles, responsibilities and opportunities for involvement of PSCC, SIEC, regional partners and all Federal, State, local and tribal agencies/organizations in education and outreach about interoperable communications.

- Encourage participation and give direction to stakeholders for supporting education and outreach activities regarding Arizona's interoperable communications initiatives.

In addition to general outreach suggestions regarding communications interoperability, the Statewide Outreach Plan highlights specific targeted interoperability topics of immediate high priority. The topics (which are presented with background information and supporting materials) are:

1. NECP Goal Two Performance Assessments, Communications Asset Survey and Mapping (CASM) and Tactical Interoperable Communications Plans (TICPs)
2. FCC Narrowbanding Compliance
3. Interoperable Channel (National, Regional, AIRS, etc.) Usage

It is the aim of the Statewide Outreach Plan that stakeholders in all areas of public safety will combine efforts, leverage their expertise, share success stories and work in partnership to move the State forward in achieving communications interoperability.

6.0 CURRENT PSIC PROJECTS TO ADVANCE ARIZONA'S SCIP

In addition to the activities detailed in other sections, the PSIC Office has numerous projects planned to advance the State's SCIP in accordance with Section 2.0 above. A listing of these key projects, in reference to SCIP strategic initiatives and objectives, is included in Appendix D.

6.1 Governance

Annual SCIP Update and Annual PSIC Office Plan Development – As the fundamental strategy document for Arizona's public safety community in regard to public safety communications interoperability, the Statewide Interoperable Communications Plan (SCIP) is updated annually including public comment periods and input from SIEC and PSCC (in fashioning those updates).

This Office Plan will also be reviewed annually, with consideration given to SCIP and Statewide Outreach Plan updates, as well as evolving projects and operations, and revised accordingly for subsequent State fiscal years.

Technical Assistance (TA) Support – Each year, after the release of the OEC TA Catalog, the PSIC Office identifies suitable technical assistance offerings for the State through a process of stakeholder feedback solicitation and analysis. The appropriate TA offerings to be requested is determined based on stakeholder feedback, availability of other sources of funding for priority projects and evaluation of which TAs appropriately support planned SCIP initiatives including identified gaps.

PSIC is currently supporting a number of TAs granted by Federal DHS to Arizona:

- TICP-TIC-FOG: Development of Phoenix Urban Areas Security Initiative (UASI) Updated TICP and TIC-FOG
- TRG-COMT: All-Hazards Communications Unit Technician (COMT) Course (one course offering)
- SPCL-TRBL: Native American Public Safety Communications Needs – Evaluation and assessment of communication needs for Fort Mohave Indian Tribe
- CASM-IMPORT: Data Import – Support for efforts to gather data from multiple AZ jurisdictions and to load that information into CASM

Regional Governance Advancement - Includes Development of TICPs, Population of CASM and Development of Strategic Communications Migration Plans (SCMPs) – PSIC will continue efforts to

advance regional governance in support of interoperable communications in Arizona. PSIC efforts will focus on assisting counties with reviewing existing interoperability governance structures / documentation, supporting development of SCMPs (formerly Regional Interoperable Communications Plans [RICPs]), and consultation with regional systems to improve processes. PSIC will also continue planning, consulting and outreach activities to support local jurisdictions in development of complete TICPs and utilization of the CASM tool.

NECP Goal Two Assessments – Federal DHS is requiring each State to measure capabilities and performance to demonstrate NECP Goal Two compliance. The State has been making solid progress to demonstrate compliance with NECP Goal Two mandates as outlined in the "Arizona's NECP Goal Two Performance Assessment Guide" (approved by PSCC on November 16, 2010 and updated on April 19, 2011). The PSIC Office is expending considerable time and resources on assessments of each of the 13 non-UASI counties in Arizona and development of a detailed After Action Report (AAR) to help communities advance in their interoperability practices. High-level information regarding these assessments will be reported to OEC by the September 30, 2011 deadline.

NECP Goal Two AAR Gap Closure – This project will address interoperable communications gaps that have been identified during the NECP Goal Two Assessment process and help to increase regional alignment and compliance with the NECP. Activities to be conducted as part of this project will include:

- Develop and implement action plans to address objectives, initiatives and milestones identified in the NECP
- Develop, coordinate, and share best practices and procedures that encompass both operational and technical components
- Develop, refine and distribute interoperable communications processes and procedures
- Develop Strategic and Tactical Plans to improve interoperable communications
- Facilitation of workshops, meetings and outreach among public safety stakeholders at the local and regional level to create a common understanding and consensus on operating norms and barriers to interagency communication during events requiring interoperable response level communications
- Build partnerships, trust and communication between stakeholders to improve the management of events requiring interoperability

Broadband Monitoring – To assure the State of Arizona is prepared to participate in a national Public Safety Broadband Network model, PSIC is tracking the progress of national legislation and activity of the FCC, OEC, National Telecommunications and Information Administration (NTIA) and Public Safety Spectrum Trust (PSST).

PSIC staff is also participating in the following meetings and working groups to aid in establishing of the requirements and overall design of any nationwide Public Safety Broadband Network.

- Public Safety Spectrum Trust – Operator Advisory Council (PSST-OAC)
- Emergency Response Interoperability Center (ERIC)
- NPSTC Working Groups:
  - Priority and Quality of Service
  - Local Control
  - Multi-Media Emergency Services
  - Security

6.2 SOPs

Policies, Standards and Procedures (PSP) Project – PSIC is working toward the establishment of a reliable PSP framework that enables stakeholders to implement interoperability projects consistently across the state. Development of this framework includes the solicitation and involvement of SIEC's technical and operational Workgroups. Drafts of the PSPs are reviewed by Workgroups and posted online for public comment before being presented to SIEC and/or PSCC for approval. A list of approved interoperable communications documents is included in Appendix E.

Areas of planned focus include:

- Arizona Broadband Framework Development (new)
- CASM Access Protocols (new)
- Regional Communications Unit Leader (COML) Recognition Procedure (annual update underway)
- NIMS-CU Policies and Procedures (annual update underway)
- Communications Unit Training Coordination Procedure (update in process)
- Interoperable Channels Plan and Priority Programming Guide (updates in process)
- Policy Concerning Arizona Interagency Radio System (AIRS) Memorandum of Understanding (MOU) Requests from Non-Governmental Organizations (NGOs) (complete; monitor)

Regional Communication Systems Connections (RCSC) Project – The RCSC project will enable direct one-to-one communications across Arizona's regional public safety communication systems for select key mutual aid responders. Each Arizona regional public safety communications system will be connected through Conventional Channel Gateways (CCGW) and at least 4 channels will be set aside in each system for cross-system communications. The Yuma Regional Communications System (YRCS) and the Arizona Department of Public Safety (DPS) have been connected using CCGW gateways for about a year. DPS reports that the resulting functionality is very useful for members of task forces who need to travel in the territories of multiple regional communication systems.

6.3 Technology

AIRS Next Generation Plan – AIRS radio frequencies are designed to be used in the event of a multi-agency operation requiring the use of common State radio channel(s), specifically for the purpose of coordinating activities during identified incidents. This project will develop and implement a Next Generation AIRS Plan that may include:

- Establishment and strengthening of a primary monitoring communication center for each AIRS region to provide active 24/7 coverage
- Plans for usage testing of AIRS during planned events and exercises throughout Arizona to ensure users are trained and the system is operationally functional
- Support agency efforts to develop capabilities to provide dispatch services for AIRS incidents and itinerate field users
- Oversight issues and unresolved AIRS problems reported to SIEC and action plans for resolution
- Coverage and/or usage gaps
- Appropriate additional locations for AIRS assets (e.g., suite/tower locations, etc.)

Support of Regional Communication Systems – PSIC monitors existing regional communication systems and works to advance regional collaboration in additional communities. PSIC attends key meetings of

the Regional Wireless Cooperative (RWC), TOPAZ Regional Wireless Cooperative (TRWC), Yuma Regional Communications System (YRCS), Pima County Wireless Integrated Network (PCWIN), etc. and maintains close working relationships with these regional partners. In addition, each regional system is given the opportunity to update PSCC at least annually.

Oversight of AIRS, Microwave, STR and Other State Projects – The PSIC Office continues to oversee and monitor developments for these technology projects:

- AIRS Suites (Installation, Replacement, Movement, Etc.) – oversee (based on input from SIEC) issues with AIRS Suites, supported by DPS

- Statewide Microwave Backbone Infrastructure Upgrade to Digital Technology – oversee the microwave backbone digital upgrade project by DPS/WSB

- Oversight of Strategic Technology Reserve (STR) Implementation – oversee the STR project implementation by ADEM

Border Interoperability Demonstration Project (BIDP) Oversight – OEC established a BIDP grant that was awarded in Arizona to the YRCS for the Yuma Full Voice and Data Integration Demonstration Project. This project will test new approaches to enhance interoperable communications capabilities in real-world conditions. OEC will work with BIDP award recipients and communities to document lessons learned, capture challenges and successes, and share information throughout the process. The PSIC Office will provide support for this project by participating in key meetings, tracking progress, scheduling regular updates to PSCC, attending OEC sponsored BIDP workshops and providing technical advice to AZDOHS in their oversight of the project.

State Agency Operability/Interoperability Project Oversight – DPS is working on a State Agency Operability/Interoperability Project in partnership with ADOT, YRCS and PSIC. PSIC will continue to provide monitoring of this project.

> RICO Sub-Project – At its September 2010 meeting, PSCC approved a recommendation by PSIC for use of $2.2 Million in Racketeer Influenced and Corrupt Organizations (RICO) funds for the advancement of communications interoperability along the southern Arizona border. The project is a cooperative effort by YRCS and DPS to deploy standards-based P25 communications capability at six key transmitter sites along the southern region, supported by DPS' upgraded digital microwave system. The project will provide high-level connectivity for existing and developing communications systems in the region. This will increase interoperability capabilities during multi-jurisdictional, multi-agency response and recovery, and mitigate impacts from critical incidents. Approval for the RICO Project was also granted by the Information Technology Authorization Committee (ITAC) and JLBC. The PSIC Office reports progress on the project to PSCC, ITAC and JLBC.

6.4 Training & Exercises

COML / COMT Trainings –Trained COMLs and COMTs familiar with their local communications plan and environment can provide critical assistance to jurisdictions as they plan, train and exercise to meet NECP and local goals.

The All-Hazards COML and COMT courses are designed to provide DHS approved NIMS-compliant instruction to ensure that every State/Territory has trained personnel capable of providing on-scene emergency communications and technical assistance to emergency response professionals during a multi-jurisdictional response or planned event.

This project will enhance emergency responder skills and capabilities by providing COML and COMT courses. One planned COMT course has been funded by Technical Assistance. Some COML courses will be funded by past IECGP grants. Additional funding is also being sought.

The PSIC Office, in coordination with ADEM and SIEC's NIMS-CU Workgroup, developed the Arizona Communications Unit Training Coordination Procedure, which will serve as a guide for offering consistent and timely delivery of these training courses to qualified individuals statewide.

COML Field Day – The primary objective of this project is to address gaps in the implementation of the State's COML training program. The Field Day will provide attendees who have completed the initial COML classroom training with specialized training and hands on experience to complete certain required COML Task Book activities. The project will be coordinated with SIEC's NIMS-CU Workgroup. Examples of training activities to be covered during the field day include:

- Set up of portable repeaters, remotes, gateways (ACU-1000, Ipix, etc.), radio/wire based links
- Radio programming and cloning of multiple radio brands
- Operational testing for communications equipment
- Training on and familiarization with available State and regional assets

Advancement of COML Recognition Program – The Arizona Regional COML Recognition Program was approved by SIEC and PSCC in 2010. The NIMS-CU Workgroup, supported by the PSIC Office, is formally tasked with reviewing the qualifications of each applicant seeking recognition or renewal of recognition as an Arizona Regional COML and awarding recognition to qualified applicants. The Workgroup is in the process of revising and reaffirming policies and procedures. Document revisions will be presented to SIEC and PSCC as appropriate. Once updated policies are approved, the Workgroup will resume assessing submitted applications so that COMLs can be recognized in Arizona pursuant to established procedures. PSIC will also maintain a database of approved COMLs.

AIRS Training – The PSIC Office continues to respond to requests from local and tribal jurisdictions for AIRS training or training materials. The materials include a training DVD produced in cooperation with the Phoenix Fire Department, AIRS lesson plan, AIRS National Interoperability Field Operations Guide (NIFOG) stickers and an AIRS training Presentation.

Interoperable Communications Training & Exercise Strategy – PSIC will work in partnership with stakeholders statewide to incorporate additional interoperable communications components into public safety and service agencies training programs and exercises.

6.5 Usage & Outreach

Outreach – Through stakeholder outreach and engagement activities, the PSIC Office will continue to provide assistance and educate agencies on interoperability, including these topics, which were identified as areas of priority in the 2011 Statewide Outreach Plan:

- NECP Goal Two Performance Assessments, CASM and TICPs – The NECP defines three goals that establish a minimum level of interoperable communications and milestones for Federal, State, local, and tribal agencies to achieve that level. Goal 1 has been completed, Goal 2 is in process, and Goal 3 states that by 2013, 75 percent of all jurisdictions are able to demonstrate response-level emergency communications within three hours of a significant event as outlined in national planning scenarios. Efforts by Arizona counties to complete or update TICPs and enter data into CASM will directly impact performance measures for the remainder of Goal 2 and Goal 3 in the future.

- FCC Narrowbanding Compliance – "Narrowbanding" refers to a requirement by the FCC that all existing licensees on the VHF and UHF Spectrum implement equipment designed to operate on channel bandwidths of 12.5 kHz or less. Public safety licensees will need to convert or replace their existing VHF and UHF wideband (25 kHz) systems on or before January 1, 2013.
- Interoperable Channel (National, Regional, AIRS, etc.) Usage – PSCC has approved and the PSIC Office has published the Arizona Interoperable Channels Plan to establish requirements and/or recommendations for programming of statewide interoperable channels into subscriber units and to provide guidance on the use of the interoperable channels during day-to-day and emergency use. Priority Programming Guides are included in the Interoperable Channels Plan to standardize and increase interoperable communications throughout the state in the VHF, UHF, 700 and 800 MHz bands.

Annual Statewide Outreach Plan Update – The Statewide Outreach Plan will be reviewed and updated in 2012 to ensure that content and efforts are consistent with SCIP initiatives and identified priorities.

7.0 PSIC STAFF

7.1 State Personnel

The current State Budget for PSIC allows for 6 full time employees (FTEs) but there is only enough funding for 5 FTEs. In addition, only 4 of the 5 funded positions are currently filled. Contract personnel funded by grants are not included below and are used to advance Arizona's SCIP and for stakeholder engagement and outreach.

Roles	Positions	Current Staff level	Budgeted Level
State Interoperability Representative	Statewide Interoperability Coordinator & PSIC Office Manager – Lisa Dee Meyerson	1	1
Advancing Arizona's SCIP	PSIC Project Manager – Suesan Nordman	1	1 & 1/2
	PSIC Project Manager – Vacant	0	
Supporting Funding & Preparing Reports	PSIC Grants & Contract Manager – Part Time Responsibility of Justin Turner	1/2	1/2
Logistics & Operations	PSIC Operations Manager – Justin Turner	1/2	1
Stakeholder Engagement & Interactions	PSIC Regional Interoperability Manager – Michael Todd	1	1
Total		4	5

Chart 3: PSIC Office State Personnel

APPENDIX A

AZ 2011 Statewide Communications Interoperability Plan (SCIP)
Strategic Initiatives & Supporting Objectives

	ID	SCIP Section	Strategic Initiative & Objectives	Term	Lead
Governance	1	5.8.1.1 1) 2)	**Expand and Implement Interoperable Communications Governance Model and Plan** Conduct an annual review and update the SCIP as needed Continue to develop the relationship between and among statewide governance entities and evolving regional and local governance entities	Short (2012)	PSIC Office
	2	5.8.1.2 1) 2)	**Develop Regional Communications Governance Structures** Develop TICPs and expand the utilization of CASM Support tactical communications planning among federal, state, local, and tribal governments at the regional interstate level (NECP milestone)	Medium (2013)	PSIC Office
	3	5.8.1.3 1) 2) 3) 4) 5)	**Implement a Strategy for Supporting National Level Goals Applicable to Regional, State, Local and Tribal Interoperable Communications** Promote compliance with state, local and tribal objectives and milestones as listed in the NECP Support assessment/demonstration of NECP goals at the state, local, and tribal level Support implementation of FEMA and OEC initiatives Promote compliance with evolving national public safety broadband standards and structures Support narrowbanding in compliance with FCC mandates	Long	PSIC Office
SOPs	4	5.8.2.1 1) 2) 3) 4) 5) 6)	**Establish a PSP Framework, and Implement PSPs, Including SOPs, for Statewide Interoperable Communications Solutions** Develop a statewide interoperable communications PSP Framework Develop consistent interoperable communications SOPs and SOP templates Implement developed SOPs statewide Implement technical solutions to comply with established statewide PSPs Develop a statewide public safety broadband integration/implementation strategy and related standards Promote the use of plain language and decrease dependence on the use of coded substitutions (NECP milestone)	Short (2012)	PSIC Office
Technology	5	5.8.3.1 1) 2)	**Enhance and Promote the AIRS Interoperable Communications Solution** Provide enhanced AIRS coverage in areas requiring additional support Develop and Implement a Next Generation AIRS Plan	Short (2011)	PSIC Office/SIEC
	6	5.8.3.2 1) 2) 3) 4) 5) 6)	**Implement, Enhance and Promote Functional Regional Systems in Support of Interoperable Communications** Encourage partnerships in regional shared systems Support the development of new regional shared systems Provide enhancements to existing regional shared systems Develop interoperability connections between regional shared systems Develop regional strategic technology assets and other communications redundancies Program national interoperability channels into emergency responder radios (NECP milestone)	Long	Regional Partners
	7	5.8.3.3 1) 2) 3) 4)	**Upgrade the Statewide Microwave Backbone Infrastructure to Digital Technology** Complete the Microwave Southern Loop Connectivity (2010 - Complete) Complete the Microwave Southwestern Loop Connectivity (subject to funding availability) Complete the Microwave Northwestern Loop Connectivity (subject to funding availability) Complete the Microwave Northern Loop Connectivity (subject to funding availability)	Long	DPS/WSB
	8	5.8.3.4 1) 2) 3) 4)	**Implement the State STR** Pre-position and secure mobile interoperable communications assets for immediate deployment to impacted areas statewide in an emergency or major disaster Provide redundant communications assets which can reconstitute basic public safety/service communications in the event of a catastrophic communication failure Augment COG capabilities by providing a reserve of communications assets to government officials Define alternate/backup capabilities in ECPs (NECP milestone)	Short (2011)	ADEM
	9	5.8.3.5 1) 2) 3)	**Upgrade Operable Communication Systems for State Agencies in Support of Interoperable Communications** Develop a plan to provide State Agency Users with continued access to operable public safety/service LMR communications in support of statewide interoperability Implement immediate solutions to enhance operable communication systems for State Agency Users in support of interoperable communications Implement upgrades to operable communication systems for State Agency Users in support of interoperable communications	Long	DPS/WSB
Training & Exercises	10	5.8.4.1 1) 2) 3) 4) 5)	**Develop and Implement a Training Plan to Address Interoperable Communications** Develop regional multi-year communications-focused T&EPs Develop a statewide multi-year communications-focused T&EP Implement AIRS training statewide Implement the COML Training and Recognition Program and develop Arizona based federally approved COML instructors Implement a COMT Training Program and determine a credentialing protocol	Medium (2013)	PSIC Office
	11	5.8.4.2 1) 2) 3)	**Develop and Implement a Strategy for Exercises Focused on or Incorporating Interoperable Communications** Develop regional multi-year communications-focused T&Eps Develop a statewide multi-year communications-focused T&EP Conduct exercises focused on or incorporating interoperable communications	Medium (2013)	PSIC Office
Usage & Outreach	12	5.8.5.1 1) 2) 3) 4)	**Create and Implement an Education and Outreach Plan in Support of Interoperable Communications** Develop and implement a statewide Education and Outreach Plan in support of interoperable communications that describes the plan for encouraging collaboration and educating policy makers and practitioners Provide outreach to all stakeholders regarding NECP requirements and timelines Provide outreach to all stakeholders regarding interoperable communications channels Provide outreach to all stakeholders regarding FCC narrowbanding requirements and timelines	Short (2012)	PSIC Office

APPENDIX B – ALIGNMENT OF SCIP INITIATIVES WITH ARIZONA STATUTES

	ID	SCIP Section	Strategic Initiative	PSCC Statute 41-3542.A						
				1	2	3	4	5	6	7
Governance	1	5.8.1.1	Expand and Implement Interoperable Communications Governance Model and Plan	X	X	X	X	X	X	
	2	5.8.1.2	Develop Regional Communications Governance Structures	X	X	X	X	X		X
	3	5.8.1.3	Implement a Strategy for Supporting National Level Goals Applicable to Regional, State, Local and Tribal Interoperable Communications	X	X	X	X	X	X	X
SOPs	4	5.8.2.1	Establish a PSP Framework, and Implement PSPs, Including SOPs, for Statewide Interoperable Communications Solutions	X	X	X	X	X	X	X
Technology	5	5.8.3.1	Enhance and Promote the AIRS Interoperable Communications Solution	X	X	X	X	X	X	X
	6	5.8.3.2	Implement, Enhance and Promote Functional Regional Systems in Support of Interoperable Communications	X	X	X	X	X		X
	7	5.8.3.3	Upgrade the Statewide Microwave Backbone Infrastructure to Digital Technology	X	X		X			
	8	5.8.3.4	Implement the State STR	X	X		X			
	9	5.8.3.5	Upgrade Operable Communication Systems for State Agencies in Support of Interoperable Communications	X	X	X	X	X		X
Training & Exercises	10	5.8.4.1	Develop and Implement a Training Plan to Address Interoperable Communications		X	X	X	X	X	X
	11	5.8.4.2	Develop and Implement a Strategy for Exercises Focused on or Incorporating Interoperable Communications		X	X	X			
Usage & Outreach	12	5.8.5.1	Create and Implement an Education and Outreach Plan in Support of Interoperable Communications		X	X	X			

APPENDIX C – ALIGNMENT OF PSIC'S KEY FUNCTIONS WITH ARIZONA STATUTES

PSIC Office Key Function	PSCC Statute 41-3542									
	A.1	A.2	A.3	A.4	A.5	A.6	A.7	B	C	D
Arizona's Interoperability Representative	X	X			X		X		X	X
Advancing Arizona's SCIP	X	X	X	X	X	X	X	X		X
Supporting Funding & Preparing Reports			X	X	X			X	X	X
Logistics & Operations				X	X	X	X	X	X	X
Stakeholder Engagement & Interactions	X	X	X			X	X	X	X	

	ID	SCIP Section	Strategic Initiative & Objectives	PSIC Projects
Governance	1	5.8.1.1 1) 2)	**Expand and Implement Interoperable Communications Governance Model and Plan** Conduct an annual review and update the SCIP as needed Continue to develop the relationship between and among statewide governance entities and evolving regional and local governance entities	• Annual SCIP Update • PSIC Office Plan Update
	2	5.8.1.2 1) 2)	**Develop Regional Communications Governance Structures** Develop TICPs and expand the utilization of CASM Support tactical communications planning among federal, state, local, and tribal governments at the regional interstate level (NECP milestone)	• Regional Governance Advancement • Development of TICPs, CASM and SCMPs (formerly RICPs)
	3	5.8.1.3 1) 2) 3) 4) 5)	**Implement a Strategy for Supporting National Level Goals Applicable to Regional, State, Local and Tribal Interoperable Communications** Promote compliance with state, local and tribal objectives and milestones as listed in the NECP Support assessment/demonstration of NECP goals at the state, local, and tribal level Support implementation of FEMA and OEC initiatives Promote compliance with evolving national public safety broadband standards and structures Support narrowbanding in compliance with FCC mandates	• NECP Goal Two Assessments • NECP Goal Two AAR Gap Closure • Broadband Monitoring
SOPs	4	5.8.2.1 1) 2) 3) 4) 5) 6)	**Establish a PSP Framework, and Implement PSPs, Including SOPs, for Statewide Interoperable Communications Solutions** Develop a statewide interoperable communications PSP Framework Develop consistent interoperable communications SOPs and SOP templates Implement developed SOPs statewide Implement technical solutions to comply with established statewide PSPs Develop a statewide public safety broadband integration/implementation strategy and related standards Promote the use of plain language and decrease dependence on the use of coded substitutions (NECP milestone)	• Policies, Standards, and Procedures Projects (see list in Section 6.2) • Regional Communication Systems Connections (RCSC) Project
Technology	5	5.8.3.1 1) 2)	**Enhance and Promote the AIRS Interoperable Communications Solution** Provide enhanced AIRS coverage in areas requiring additional support Develop and Implement a Next Generation AIRS Plan	• AIRS Next Generation Plan
	6	5.8.3.2 1) 2) 3) 4) 5) 6)	**Implement, Enhance and Promote Functional Regional Systems in Support of Interoperable Communications** Encourage partnerships in regional shared systems Support the development of new regional shared systems Provide enhancements to existing regional shared systems Develop interoperability connections between regional shared systems Develop regional strategic technology assets and other communications redundancies Program national interoperability channels into emergency responder radios (NECP milestone)	• Support of Regional Communication Systems • Project Oversight - Border Interoperability Demonstration Project (BIDP)
	7	5.8.3.3 1) 2) 3) 4)	**Upgrade the Statewide Microwave Backbone Infrastructure to Digital Technology** Complete the Microwave Southern Loop Connectivity (2010 - Complete) Complete the Microwave Southwestern Loop Connectivity (subject to funding availability) Complete the Microwave Northwestern Loop Connectivity (subject to funding availability) Complete the Microwave Northern Loop Connectivity (subject to funding availability)	• Project Oversight - Microwave
	8	5.8.3.4 1) 2) 3) 4)	**Implement the State STR** Pre-position and secure mobile interoperable communications assets for immediate deployment to impacted areas statewide in an emergency or major disaster Provide redundant communications assets which can reconstitute basic public safety/service communications in the event of a catastrophic communication failure Augment COG capabilities by providing a reserve of communications assets to government officials Define alternate/backup capabilities in ECPs (NECP milestone)	• Project Oversight - STR
	9	5.8.3.5 1) 2) 3)	**Upgrade Operable Communication Systems for State Agencies in Support of Interoperable Communications** Develop a plan to provide State Agency Users with continued access to operable public safety/service LMR communications in support of statewide interoperability Implement immediate solutions to enhance operable communication systems for State Agency Users in support of interoperable communications Implement upgrades to operable communication systems for State Agency Users in support of interoperable communications	• Project Oversight - State Agency Operability/Interoperability Project • RICO Sub-Project
Training & Exercises	10	5.8.4.1 1) 2) 3) 4) 5)	**Develop and Implement a Training Plan to Address Interoperable Communications** Develop regional multi-year communications-focused T&EPs Develop a statewide multi-year communications-focused T&EP Implement AIRS training statewide Implement the COML Training and Recognition Program and develop Arizona based federally approved COML instructors Implement a COMT Training Program and determine a credentialing protocol	• COML/COMT Trainings • COML Field Day • COML Recognition Program Advancement • AIRS Training (on-going)
	11	5.8.4.2 1) 2) 3)	**Develop and Implement a Strategy for Exercises Focused on or Incorporating Interoperable Communications** Develop regional multi-year communications-focused T&EP Develop a statewide multi-year communications-focused T&EP Conduct exercises focused on or incorporating interoperable communications	• Interoperable Communications Training & Exercise Strategy
Usage & Outreach	12	5.8.5.1 1) 2) 3) 4)	**Create and Implement an Education and Outreach Plan in Support of Interoperable Communications** Develop and implement a statewide Education and Outreach Plan in support of interoperable communications that describes the plan for encouraging collaboration and educating policy makers and practitioners Provide outreach to all stakeholders regarding NECP requirements and timelines Provide outreach to all stakeholders regarding interoperable communications channels Provide outreach to all stakeholders regarding FCC narrowbanding requirements and timelines	• Outreach: NECP Requirements, Narrowbanding & Interoperable Channels • Annual Outreach Plan Update

APPENDIX E – APPROVED ARIZONA INTEROPERABLE COMMUNICATIONS DOCUMENTS

Document Title	Web Page Link	Approval	
		SIEC	**PSCC**
AIRS			
Arizona Interagency Radio System (AIRS) State Plan SOP	http://www.azgita.gov/psic/library/airs/	October 19, 2010	Effective: 11/16/2010 Revision 1: 3/24/2011
Arizona Interagency Radio System (AIRS) MOU (maintained by DPS - Revised 10/13/2008)	http://www.azgita.gov/psic/library/airs/	N/A	N/A
Communications Unit			
Arizona Communications Unit Training Coordination Procedure	http://www.azgita.gov/psic/library/standards/default.htm	Effective: 3/15/2011	N/A
Arizona Regional COML Recognition Procedure	http://www.azgita.gov/psic/library/coml/	5/18/2010	Effective: 7/20/2010
NIMS-CU Workgroup Policies and Procedures Related to AZ Regional COMLs	http://www.azgita.gov/psic/library/coml/	Effective: 8/17/2010	N/A
Governance			
Fire Mutual Aid Licensing & Statewide Usage (Maintained by Arizona Fire Chiefs Association Fire Service Mutual Aid Committee - Revised July 2008)	http://www.azchiefs.org/default.asp?pageid=15&deptid=1	N/A	N/A
NECP Goal Two Performance Assessment Guide	http://www.azgita.gov/psic/library/necp/	N/A	Effective: 11/16/2010 Revision 1: 4/19/2011
Public Safety Communications Advisory Commission Operating Principles Document	http://www.azgita.gov/psic/library/reports/default.htm	N/A	Effective: 7/20/2010
PSIC Office Plan - CY2010; FY2012	http://www.azgita.gov/psic/	N/A	N/A
Statewide Communications Interoperability Plan (SCIP) - 2011	http://www.azgita.gov/psic/initiatives/default.htm	N/A	Effective: 4/19/2011
Statewide Interoperability Execitive Committee Operating Principles Document	http://www.azgita.gov/psic/library/reports/default.htm	Effective: 5/18/2010	N/A
Interoperable Channels			
Arizona Interoperable Channels Plan	http://www.azgita.gov/psic/library/standards/default.htm	Effective: 2/15/2011	N/A
Arizona Statewide Interoperable Channel Plan - Priority Programming Guides	http://www.azgita.gov/psic/library/standards/default.htm	Effective: 2/15/2011	N/A
Outreach			
Arizona Statewide Education and Outreach Plan Regarding Public Safety Communications Interoperability	http://www.azgita.gov/psic/initiatives/default.htm	N/A	Effective: 4/19/2011

APPENDIX F – GLOSSARY

Acronym	**Definition**
AAR	After Action Report
ADEM	Arizona Division of Emergency Management
AIRS	Arizona Interagency Radio System
APCO	Association of Public Safety Communications Officials
ASET	Arizona Strategic Enterprise Technology
AZDOHS	Arizona Department of Homeland Security
BIDP	Border Interoperability Demonstration Project
CASM	Communication Assets Survey and Mapping Tool
CBP	U.S. Customs and Border Patrol
CCGW	Conventional Channel Gateways
COML	Communications Unit Leader
Commission	Public Safety Communications Advisory Commission (also "PSCC")
Committee	Statewide Interoperability Executive Committee (also "SIEC")
COMT	Communications Unit Technician
DEMA	Department of Emergency and Military Affairs
DHS	U.S. Department of Homeland Security
DPS	Arizona Department of Public Safety
DPS/WSB	DPS, Wireless Systems Bureau
EMS	Emergency Medical Service
ERIC	Emergency Response Interoperability Center
FCC	Federal Communications Commission
FEMA	Federal Emergency Management Agency
FOG	Field Operations Guide
FTE	Full Time Employee
GITA	Government Information Technology Agency
IECGP	Interoperable Emergency Communications Grant Program
ITAC	Information Technology Authorization Committee
IWG	Interoperability Working Group
JLBC	Joint Legislative Budget Committee
MOU	Memorandum of Understanding
NCSWIC	National Council of Statewide Interoperability Coordinators
NECP	National Emergency Communications Plan
NGA	National Governors Association
NGO	Non-Governmental Organization
NIFOG	National Interoperability Field Operations Guide
NIMS	National Incident Management System
NIMS-CU	National Incident Management System Communications Unit Workgroup
NNALEA	National Native American Law Enforcement Association
NPPD	National Protection and Programs Directorate

Acronym	Definition
NPSTC	National Public Safety Telecommunications Council
NTIA	National Telecommunications and Information Administration
OAC	Operator Advisory Council
OEC	Office of Emergency Communications, DHS
PCWIN	Pima County Wireless Integrated Network
PSAP	Public Safety Answering Point
PSCC	Public Safety Communications Advisory Commission (also "Commission")
PSIC	Public Safety Interoperable Communications Office
PSP	Policies, Standards and Procedures
PSST	Public Safety Spectrum Trust
R4C	Regional Four Corners Homeland Security Coalition
RAC	Regional Advisory Council
RCSC	Regional Communication Systems Connections Project
RECCWG	Regional Emergency Communications Coordination Working Group
RFP	Request for Proposal
RFQ	Request for Quote
RICO	Racketeer Influenced and Corrupt Organizations Funding
RICP	Regional Interoperable Communication Plan
RWC	Regional Wireless Cooperative
SAA	State Administrative Agency
SAC	Senior Advisory Council
SAFECOM	DHS program that provides interoperable communications tools
SCIP	Statewide Communications Interoperability Plan
SCMP	Strategic Communications Migration Plan
SERRP	State Emergency Response and Recovery Plan
SHSS	State Homeland Security Strategy
SME	Subject Matter Expert
SIEC	Statewide Interoperability Executive Committee (also "Committee")
SOP	Standard Operating Procedure
STR	Strategic Technology Reserve
SWBCWG	Southwest Border Communications Working Group
SWIC	Statewide Interoperability Coordinator
TA	Technical Assistance
TCA	Target Capabilities Assessment
THSGP	Tribal Homeland Security Grant Program
TICP	Tactical Interoperable Communications Plan
TRWC	TOPAZ Regional Wireless Cooperative
UASI	Urban Areas Security Initiative
YRCS	Yuma Regional Communications System